FINANCIAL MANAGEMENT





Years of Service Commissioned OFFICER FORCE DEVELOPMENT ROADMAP (AFSC 65FX/65WX) 6 10 12 13 14 15 16 18 19 20 22 Level Level 2 Level 3 **Deployments** Aim for one O&M assignment and one 2nd Squadron CC Acq Leader* Acq Leader* Squadron CC SAF Div Chief* MAICOM FMAO* acquisition assignment in first two or three tours SAF Director* **MAJCOM FMA*** Financial Management **ABW CC* FMA** Deputy FMA / FMA Chief of Cost / Program Control **Group CC* Acquisition Leader (FMAL)** FSO Program FSO Program Analyst MAJCOM FM*

Product Center Staff

Analyst Branch Chief

CoE / AFCAA / MAJCOM Analyst / Branch / Division Chief

FOA / DRU / MAJCOM / SAF / JOINT DUTY

Career Broadening (Programming, IMSC Detachment Commander, OSD Military Assistant)

ALEET, AIEET, COLT, SAEP, EWI, Recruiter, OTS/SOS Instructor, Executive Officer, ROTC, CAG, Ops. IAS

Operational Assignments CAG, IAS, Executive Officer

Officer Comptroller Contingency Familiarization Course - Actively Pursue Warfighting Training Opportunities (Unit Training Sessions, ORI Preparation)

Primary Developmental Education Squadron Officer School

Intermediate Developmental Education (ACSC, Army CGSC, Foreign, Fellowships)

Senior Developmental Education (AWC, NWC, ICAF, Foreign, Fellowships)

Summit DE (CCL, ELS, Fellowships)

BFMOC

EXPERIENC

EDUCATION & TRAINING

ERSHIP

ADI

ш

PFMC

DFMC

Executive Development Courses

Master's Degree (AFIT, AAD, Tuition Assistance)

Pursue Test-Based Certifications: CDFM, CGFM, CPA, CCEA

Continuing Professional Education (80 hours every 2 years - minimum of 20 hours in any given year)

Occupational Skills Training: FM DLC, FM myLearn, OJT, DAU

CFO Academy

Continue to Enhance Skills (SQ /GRP/ WG CC Courses)

APDP CERTIFICATION Level I/ Level II, if applicable

APDP CERTIFICATION Level III, if applicable

Seek Opportunities To Attend Professional Events / Conferences

Develop

Do

Teach

Establish good work habits Seek senior mentor & role model MENTORSHIP

Stay informed about AF & FM events and vision

Coach & guide subordinates Seek junior personnel to mentor

THOUGHT LEADERSHIP: Writing, Speaking, Listening, and PROFESSIONAL READING

Join & Lead Professional / Community Organizations (e.g. ASMC, ICEAA, CGOC) and Lead Base Activities (e.g. CFC, AFAF) Chair Professional Organizations

Expeditionary Focused...Leadership Centric...Your most important job is now!

INSTITUTIONAL COMPETENCIES

Embodying Air Force Culture **Fostering Collaborative** Relationships

Employing Military Capabilities

Communicating

Leading People

Enterprise Perspective

Strategic Thinking

Managing Organizations and Resources

Financial Operations

Accounting

OCCUPATIONAL COMPETENCIES **Budget Formulation and Execution** Financial Governance

Program Control

Cost Estimation

Financial Analysis

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Officer Force Development Roadmap

"Force Development takes individual capabilities and, through education, training, and experience, produces skilled, knowledgeable, and competent Airmen who can apply the best tools, techniques, and procedures to produce a required operational capability. We prepare Airmen for leadership by optimizing experiences and skills and by developing capabilities to meet any challenge."

- AFDD 1-1, Leadership and Force Development

What do I need to do to make Officer Force Development work for me?

The FM Development Team (DT) uses your Airmen Development Plan (ADP) comments, your record in Single Unit Retrieval Format (SURF), and Record of Performance (ROP) to evaluate and provide development opportunities for you. Therefore, make sure that your records are current (because your records are what meet the board!) and that you seek mentoring advice.

- Update your ADP. It is your direct line of communication to the FM DT of your goals, desires, and preferences.
- Make sure your Data Verification Brief on Virtual Military Personnel Flight is up-to-date.
- Make sure hard-copies of all your ADPs and decorations are current with the AFPC Records, Board Support Section.
- Your current job is most important. Do your very best every day.

Experience

You must build your functional FM expertise through diverse work experiences. Develop your **decision support** skills by completing one assignment at an O&M base and one assignment



at a space or acquisition base. Also, consider other experiential opportunities to enhance your leadership skills such as deployment, executive officer, and ROTC/PME instructor positions. Your focus at this stage of your career should be to learn all you can at every job.

Education & Training

Completing online training is important as you build your FM knowledge base. Hundreds of online courses are available via the FM Distributed Learning Center (FM DLC) (https://fm.adls.af.mil) and FM myLearn (https://fmonline.ousdc.osd.mil/FMmyLearn) to support your continuous learning requirements. The Keesler AFB FM Learning Center emphasizes your decision support skills in the Basic FM Officer Course. Obtain your appropriate APDP level certification. Complete your master's degree using tuition assistance or through the various advanced academic degree programs e.g., AFIT Master of Science Degree in Cost Analysis. Develop your warfighting awareness as your organization's unit deployment manager. Focus on building both institutional and occupational competencies throughout your career guided by the DoD FM Certification Program.

Leadership

Your ability to lead is your primary value to the Air Force. Your deliberate development improves your leadership by living Air Force core values, developing institutional competencies, acquiring professional and technical competence, and then acting on such abilities to accomplish the organization's mission, while taking care of people. Experience and education & training enhance and build on your innate leadership capabilities.

Experience

Seek comptroller squadron command. In addition to command, your greatest job experiences are the successful completion of deployment tours.



The experiences you gain with command and Air Force/joint deployment tours adds to your credibility when providing **decision support** advice and enhances your leadership perspective. Continue to build on your breadth and depth by gaining MAJCOM and higher headquarters experience. A Pentagon tour is paramount for bringing all the pieces together and will serve as a springboard for senior-level assignments later in your career.

Education & Training

Seek Intermediate Development Education (e.g., Air Command and Staff College) as a Major and Senior Development Education (e.g., Air War College) as a Lieutenant Colonel. Earn your test-based certification (e.g. CDFM, CGFM, CCEA), complete DFMC for your strategic-level decision support skills, and continue taking courses to achieve your DoD FM Certification. Along with test-based certifications, adopt a life-long learning approach to your career to ensure continued opportunities for growth. Remember, preparation + opportunity = success!